Enavrio

DEVELOPING A BUSINESS CASE

About Enavrio

Enavrio is an HR technology services marketplace powered by a global network of vetted, world-class independent experts available to engage just-in-time to serve your organization.

Our flexible, agile, and collaborative working model enables us to connect the highest caliber of talent to operate within the framework of our established delivery model and practices—ensuring unparalleled execution at optimal value.

Enavrio is here to help you with your HR transformation projects and ongoing operations by providing you with talent and a variety of solutions to assist with:

- On-Demand Staffing
- HR Transformation / System Projects
- Vendor Selection
- HR Tech Training & Development
- System Implementation
- System Optimization
- Support & Maintenance
- Data Privacy & Analytics

Whether you are starting your transformation journey and need support in putting together an HR transformation or technical strategy, or you are looking for help with optimizing or maintaining an existing system, we can help.

What is a business case?

A business case captures the business justification and reasoning for initiating a project or task. It is often necessary to gain approval and the finances and resources needed to move forward. The business cay may be presented in a written document or it but may also be a presentation or even a short verbal agreement.

A business case is developed before work on a project is started or in the early stages. It outlines the why, what, how, and who, providing the information necessary to decide if it is worthwhile to continue the project.

> One of your first considerations when initiating a new project is the proposed project's benefits and how to communicate those benefits in a compelling manner.

Why you need a business case

The business case outlines the risks of the current situation and the proposed solution, costs, and benefits that can be obtained to allow executive management to decide if the project should go ahead. Chances are you're starting a project because you have a business problem to solve. The business case is required when resources or expenditures on a project must be justified. The purpose of the business case is to sell your solution and justify the company's focus and use of resources. Each section should be written in the language of the intended audience.

The Business Case Template

What follows are the seven components to include in your business case template for your project.

It includes the following seven sections:
1. Executive Summary
2. Background/The Current Situation
3. Proposed Solution
4. Benefits
5. Financials / ROI
6. Project Overview
7. Request

Executive Summary

The executive summary is the first section of the business case and **should be the last written**. It is an overview of the business case and is usually the first thing your reader will see. Sometimes, executive summaries are the only place your decision-makers will go to determine if your business case warrants further review. Executive summaries, therefore,

will need to analyze the problem, draw conclusions, and recommend a course of action in a complete but brief synopsis. Remember, the people reading the summary often do not have much time, so your executive summary must grab their attention and entice them to read through the more in-depth documentation.

Background / The Current Situation

This section of the business case should help the reader understand the magnitude of the problem. For an HR technology project, this may include:

- The employee experience when interacting with HR through the entire lifecycle, including onboarding, is poor and does not give an excellent first impression of the business.
- The current system is on-premise and heavily customized, meaning upgrades are difficult and expensive
- Competitors have implemented online functionality and have been able to automate, resulting in improved attraction or retention.
- The current system lacks integration functionality; therefore, manual effort is required to transfer data to other business systems.
- Process is inefficient, and there is too much reliance on spreadsheets.
- There is no self-service capability; therefore, HR is maintaining employee data that, in a modern business, employees should be able to update themselves.
- Reporting is complicated in the current system and takes numerous hours to provide the business with required information.

Proposed Solution

Define the solution and how you reached the solution.

As you are outlining how you reached the solution, it may include typical options such as:

- Do nothing and be at risk of falling behind the competition
- Keep the current system and hire consultants to look at improving the existing system
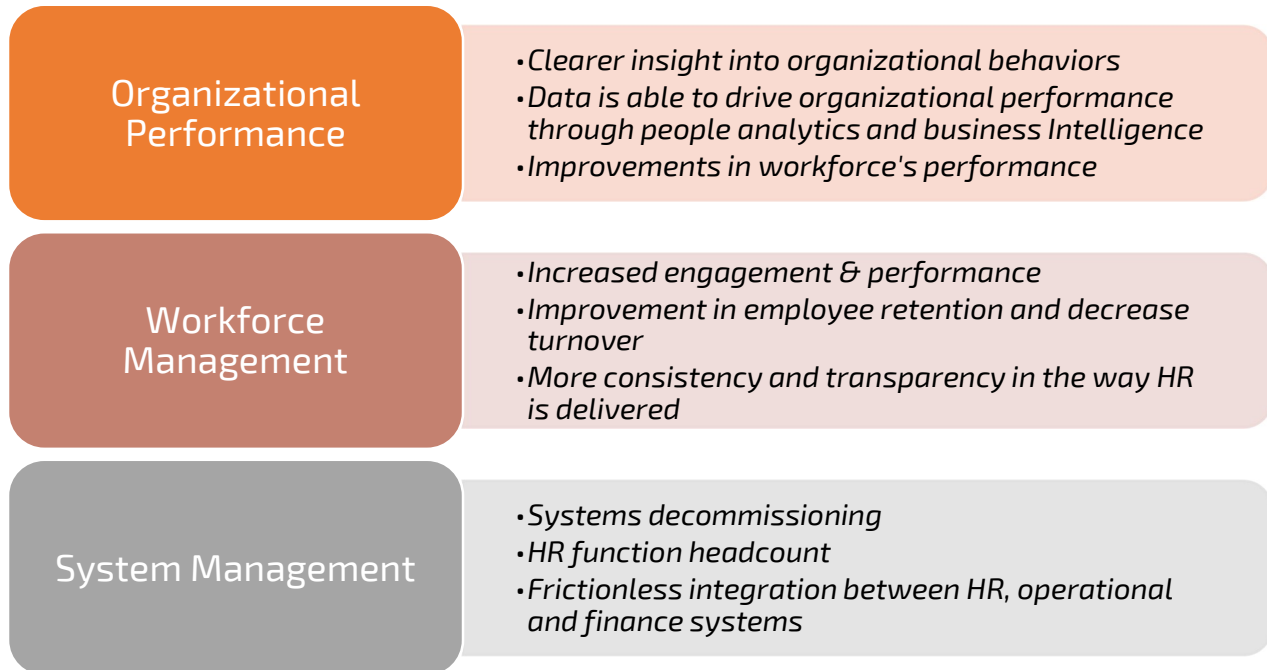- Look to procure a new system

Define the expected outcome of each option and provide the reasons why they should choose the option that you are proposing. You must be clear about which option you recommend, which is typical when purchasing a new system.

You will also want to outline the options around moving forward with your recommendation, which may include:

- Agreement to hire a consultant to support system selection
- Agreement to purchase a new HR system
- Agreement to hire a project manager to run an HR transformation project

Benefits

Summarize your benefits in this section. You can also summarize them into a visual (see below) for an example format. The content will be dependent on your organization.

Organizational Performance	• *Clearer insight into organizational behaviors* • *Data is able to drive organizational performance through people analytics and business Intelligence* • *Improvements in workforce's performance*
Workforce Management	• *Increased engagement & performance* • *Improvement in employee retention and decrease turnover* • *More consistency and transparency in the way HR is delivered*
System Management	• *Systems decommissioning* • *HR function headcount* • *Frictionless integration between HR, operational and finance systems*

Financials / ROI

In this section, you will need to highlight the costs of the current issue, if you can, in a high-level summary. The cost impacts business reputation, inability to attract new talent, inability to keep new talent, and loss of valuable skills, including those in HR.

You must have a high-level idea of costs here to state what a new people system will likely cost and the amount you expect to benefit.

Here you will need to outline the costs of a new system. Be clear in this section about how you have arrived at your costs. You can work with software vendors to get quotes, however, incorporating costs above and beyond the software itself and calculating the overall cost or "total cost of ownership" (TCO)--which Enavrio can help you with--would establish more credibility in your analysis.

Project Overview

Your Project Overview should give your audience the details they need about the project to determine if they can move forward.

Project Objectives

State your project objectives here. These are specific to your project. We have provided a few examples below:

Examples:
- Create a more consumer-like employee experience
- Improve our candidate sourcing capabilities
- Deliver data-driven, real-time people analytics/BI & improved decision making
- Drive capacity for growth & agility through an efficient, scalable way of working
- Improve the data privacy standards across the business

Project Scope

You may wish to state the project scope here so that it is clear what is in scope. For instance, are you proposing your project be rolled out globally or is the solution only going to be rolled out in North America? Or are you proposing this solution for all employees or is this only for the sales team? Equally, it is very important to define what is NOT in scope to manage expectations.

Vendor analysis

You may wish to explain which vendors you have engaged with to determine costs for the business case and how you will approach vendor analysis and selection.

Risks

You will need to define any risks in this section. There will be some specific to your business or industry. An example of how to approach this is below.

Area	Risk	Mitigation
Operational	The software doesn't do what we need it to	A thorough vendor selection and RFP will be conducted
	Project delays during implementation	A project manager will be engaged to ensure a thorough project plan is developed and followed
	Running old and new system concurrently will put pressure on resources	Create a phasing plan that reduced the amount of running parallel systems as much as possible.
Financial	High upfront cost	Request a phasing of cost depending on the functionality roll-out
	Additional licence fees with growth	Negotiate and solidify cost with vendor prior to beginning implementation
Security	Noncompliance with GDPR and other data privacy laws.	A data privacy specialist will be brought in to ensure PIAs are completed, and any issues are addressed in selection and implementation.

Timeline

Here you will need to show the proposed timeline and how you plan to implement the new system. You may wish to consider the following:

- Project phasing
- Phasing of locations
- Decommissioning of existing systems and impact on implementation timescales
- Other projects and their dependencies
- Availability of resources

Requested Approval

End with a call to action. Your next step may include the business case being taken to a board for approval. It could also mean approval, and a budget is assigned to enable the project to begin.

Business Case Template

PROJECT NAME	
DATE	
SUBMITTED BY	
TITLE / ROLE	

EXECUTIVE SUMMARY

Give a Synopsis of the proposed project, the business problem this project aims to solve, and the proposed solution.

BACKGROUND / THE CURRENT SITUATION

Give any background and describe the current situation.

PROPOSED SOLUTION

Describe the proposed solution in more detail.

BENEFITS

In bullet points, list this project's benefits to the organization.

FINANCIALS / ROI

Outline the project financials and calculated ROI.

PROJECT OVERVIEW

Outline project objectives, scope, timeline, vendor selection, governance, and resourcing)

APPROVAL REQUESTED

Outline your requests for approval to move forward, funding, and resources.

www.enavrio.com